

ELIGIBILITY OPERATIONS REVIEW TIGER TEAM OVERVIEW



SERVICE DELIVERY

TEAMS:

- ACCESS
- FRC Operations

PURPOSE: Identify solutions to challenges at the point of service at the ACCESS Customer Service Center and Family Resource Centers.



INFRASTRUCTURE

TEAMS:

- Information Technology
- Facilities

PURPOSE: Ensure Eligibility staff members have the tools they need and work in environments that promote pride in service.



OVERSIGHT

TEAMS:

- Policy Development
- Data/Metrics/Evaluation
- Communication

PURPOSE: Develop policies, monitor performance and communicate effectively to drive service delivery.



RESOURCES

TEAMS:

- Hiring and Training
- Grants
- Finance

PURPOSE: Set the foundation for success through staff recruitment and development, and maximizing revenues for HHSA and its partners.



Progress Update #5

June 15, 2012

Service Delivery:

- Representatives from HHSA's technology provider, AT&T, have been working on site to support improvements at the ACCESS Customer Service Center. Their role has included providing coaching to supervisors and the manager on areas including reporting, monitoring call quality and workforce management.
- In May, representatives from the ACCESS, FRC Operations, Information Technology and Training teams did a site visit to Orange County. The purpose was to learn about Orange County's model for integrating call center and office operations. Information from the visit was shared with the Eligibility Operations Tiger Team leads to further inform their work.
- Also in May, Communications Team members listened to community partners at the Quarterly CalFresh Taskforce Meeting hosted by the San Diego Hunger Coalition on challenges and best practices for customer service.
- In June, ACCESS held a focus group to discuss potential improvements to the Interactive Voice Response (IVR) system. IVR is the automated system callers use when they first enter the system. Participants included representatives from social services and health care providers who frequently use the system in support of their clients.
- Developing plans for a centrally located Processing Center that will focus on case processing activities to address capacity constraints at Family Resource Centers and improve timeliness.
- Construction and remodeling of lobby areas at El Cajon and Escondido Family Resource Centers is ongoing.

Infrastructure:

- Testing of the Client Relationship Management (CRM) tool resumed in mid-June. Once testing is complete, the tool will be piloted at the Lemon Grove Family Resource Center. CRM will be used to assign, track, and monitor case tasks.

Oversight:

- Starting July 1, oversight of the ACCESS Customer Service Center will be under the leadership of Barbara Jimenez, Regional General Manager of Central and South Regions. This transition aligns with the broader effort to align core functions in Eligibility, including having operational services under Regional Operations.
- Increased supervisor case reviews of worker-generated discontinuances, benefits approvals and overall transaction sampling to support improvement of CalFresh accuracy and reduce the negative error rate (rate of incorrect denials of benefits). Currently, 100% of intake approvals, 50% of denials and 30% of discontinuances are being reviewed.

Resources:

- HSA, in partnership with community based organizations and providers, is finalizing an application for a Supplemental Nutrition Assistance Program (SNAP) Participation Grant. The centerpiece of the grant is a community-based model in which mobile technology, including lightweight laptops and portable scanners, will be used by community partners to create **120 new online access points** to Benefits CalWIN, a website used to apply and recertify for CalFresh.
- Below is the updated tentative schedule for hiring and report dates for new eligibility staff:

Report Date	*Staff and Location
Varies	20 clerical staff report to Mail Scanning Center
May 4, 2012	13 new Human Services Specialists reported to Family Resource Centers
June 1, 2012	20 Human Services Specialists reported to ACCESS
August 2012	18 Human Services Specialists report to ACCESS 36 Human Services Specialists report to Family Resource Centers 3 Human Services Specialists report to Fraud and Integrity
November 2012	20 Human Services Specialists report to Family Resource Centers

* Number of staff subject to change based on medical clearance and background check.

Data Metrics

Program Data: May 2012

Program	Caseload	Applications	Recipients	% Change in Recipients From May 2011	% Change in Caseload From May 2011
CalWORKs	30,284	3,632	77,567	-9.1%	-6.6%
CalFresh	110,488	12,216	248,732	9.4%	12.7%
General Relief	1,285	434	1,287	18.8%	18.9%
Medi-Cal	171,502	12,303	354,270	-0.4%	0.1%
LIHP (Coverage Initiative)	27,980	3,463	27,980	216.2%	216.2%
CMS	3,004	2,294	3,004	-60.5%	-60.5%

ACCESS: May 2012

Total Calls	78,397	
	Answered	43,301
	Self-Service	16,465
	Transferred Out	3,047
	Abandoned	15,584
	Average Wait Time	28:40

ACCESS: May 2011

Total Calls	72,647	
	Answered	38,814
	Self-Service	13,632
	Transferred Out	3,058
	Abandoned	17,143
	Average Wait Time	35:54